



**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS AIR FORCE CIVIL ENGINEER SUPPORT AGENCY**

MEMORANDUM FOR Active Duty Military Firefighters

5 April 2001

FROM: HQ AFCESA/CEXF  
139 Barnes Drive Suite 1  
Tyndall AFB FL 32403-5319

SUBJECT: USAF Firefighter Morale, Retention, and Discipline Progress Report

In September 1999, the Air Force Civil Engineer initiated an enlisted military firefighter morale and retention study to gather and analyze data to formulate recommendations to improve working conditions. This review was the result of a steady decline in the retention rates for our first- and second-term firefighters. Additionally, there was a perception and concern that firefighters within this tenure group were receiving abnormally higher disciplinary actions than other career fields within Civil Engineering.

This process entailed HQ AFCESA and Civil Engineering Chief Master Sergeants collecting data from installation surveys and conducting individual interviews with our firefighters. In February 00, the results of these initial efforts were reported to a joint session of Air Force Civil Engineering Chief Master Sergeants and the Airmen's Council. The focus of the group's discussion centered on factors from the surveys that were impacting firefighter morale and retention. The analysis and review of alleged high rates of disciplinary actions proved to be inaccurate. The meeting resulted in the group proposing that the Air Force Civil Engineer charter an integrated product team to address, and provide recommended actions, to improve firefighter morale and retention. Coupled with the IPT proposals, recommended improvements from the working group and our military firefighters were also evaluated.

The Air Force Civil Engineer, Major General Ernest Robbins III, approved the working groups recommendation to charter an integrated product team (IPT) to address these issues. During the December 00 IPT meeting, concern was raised that the many of our military firefighters were not aware of the positive initiatives being explored and actions initiated to improve morale and retention.

Attached is your personal copy of those actions being pursued by the IPT and taken by the Air Force Civil Engineer to improve the morale and well being of our military firefighters. You can also obtain additional and up-to-date information on this very important initiative at the HQ AFCESA web site: <http://www.afcesa.af.mil/Directorate/CEX/fire/FireMorale/default.html>

This initiative is our number one priority and we hope that these efforts will improve the morale and well being of each and every Air Force military firefighter.

JAMES W. HOTELL, GS-14, DAFC  
Chief, Air Force Fire Protection

Attachment:  
IPT Meeting Minutes



**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS UNITED STATES AIR FORCE**  
**WASHINGTON DC**

6 March 2001

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ USAF/ILEX  
1260 Air Force Pentagon  
Washington DC 20330-1260

SUBJECT: Firefighter Morale, Retention, and Discipline Meeting Minutes

1. The Air Force Civil Engineer Support Agency hosted the Firefighter Morale, Retention, and Discipline Integrated Process Team (IP) meeting at Tyndall Air Force Base, Florida, on 11-13 Dec 00. HQ AFCEA/CEXF and HQ USAF/ILEXR co-chaired the meeting. The agenda is at Atch 1, the attendees' list is at Atch 2, and the action items are at Atch 3.
2. A brief synopsis of the meeting follows:
  - a. Welcome/Opening Remarks: Col McConnell, HQ AFCEA/CEX, welcomed the attendees and offered his thoughts on the challenges that are being faced by Air Force fire protection. CMSgt Glover provided an overview of the agenda and explained the role of the IPT membership and the meeting protocol. Following welcoming/opening remarks and introductions, CMSgt Glover, HQ AFCEA/CEXF provided administrative announcements relative to facilities, billeting, and travel.
  - b. Summary of Firefighter Morale, Retention, and Discipline Issues: CMSgt Glover provided an in-depth review to explain how the study on firefighter morale, retention, and discipline issue was started. An overview of the CE Chiefs' and Airmen's Council meeting (Feb 00) was presented to include the 13 recommendations generated from the councils. A detailed presentation was given on each one of the 13 recommendations, to include the intent, action currently underway, and action completed.
  - c. Firefighter Deployments – Change on The Horizon: CMSgt (S) Stewart, HQ ACC/CEXF, provided a report on the results of the ACC/AMC visit to Southwest Asia (SWA). During the visit to SWA the current deployed manpower and vehicle sets were evaluated to determine if the proper amount of personnel and equipment were available at the deployed locations. Additionally, they looked at the ability to utilize Unit Type Code (UTC) teams to provide the required staffing at each of the deployed locations. It was determined that the transition to use UTC teams to staff the deployed fire departments would be beneficial and they have already started the action necessary for implementation. HQ ACC is also pursuing a proposal to update the UTC MISCAPS to include firefighter certification levels for the UTC firefighters. This will help ensure the personnel deployed meet the requirements at the deployed location, while reducing the number of individual line remarks currently required for each position. Furthermore, the initiative already underway to replace some of the smaller P-19 (1,000 gal) fire fighting vehicles with larger capacity (3,000 gal) will reduce the required manpower for future deployments. HQ ACC and CENTAF are receiving favorable support with their proposal to lease, with an option to

buy, larger capacity fire fighting vehicles for SWA. A lease/buy option will reduce the lead-time to obtain larger capacity vehicles and provide a significant reduction in risk at the deployed locations.

d. Alternative Firefighter Shift Schedules: CMSgt Hodges, HQ AMC/CEOX, presented the challenge of investigating alternative firefighter shift schedules. One of the issues being pursued will allow the military firefighters to work an alternative schedule that would not impact the schedule being worked by our civil service counterparts. The "A/B" shift system can be maintained by reducing the number of 24-hour shifts worked between break days for the military firefighters. It was determined that a Focus Group was necessary to explore all of the possibilities to reducing the military firefighter work schedule. The Focus Group will consist of representatives from: HQ AMC (Chair), HQ USAF/DPRS, AFMIA/MIR, HQ AFCESA, ACC, and advisors as required to provide detailed proposals on alternative shift schedules. The group will develop alternative options to reduce the standard firefighter work schedule. Proposals will include, as a minimum, resources, manpower changes, recommendations, and a comparison to municipal fire departments, other Services, and other AF career fields. The Focus Group conducted a follow-up meeting 11-12 Jan 01 at HQ AFCESA, and an initial report is due back to the IPT by 1 Mar 01.

e. DoD Fire Academy Discipline Issues: Lt Col Smith, 312 TRS/CC, provided a briefing that covered the AETC phase program in use at Goodfellow AFB. The phase program allows trainees to earn privileges based on time in training and performance indicators. The program has standard consequences for students who break phase or fail to perform up to the standard. A large number of the fire school student discipline problems result from actions that occur out of the classroom environment. The standards at Goodfellow are applied fairly and for some infractions they have a no tolerance policy, i.e., DUI or under age alcohol consumption. Lt Col Smith indicated he will continue to be involved with discipline issues and provide updates as required.

f. Texas A & M Fire School Presentation: Representatives from the Texas A & M Emergency Services Training Institute provided a presentation on the fire service training programs being offered at Texas A & M. Several DoD courses have already been completed at our installations by firefighters in residence and on-site. The capabilities of the training institute are very impressive and they represent another alternative method for DoD fire protection personnel to earn DoD required certifications.


g. Firefighter Morale, Retention, and Discipline IPT Charter: CMSgt Glover presented a draft IPT charter to the members and they discussed the need for a formal charter. A formal charter is necessary to define the purpose and scope of the IPT's activities and responsibilities. The IPT members were tasked to review the charter and provide comments by 28 Dec 00. HQ AFCESA/CC is currently reviewing the coordinated IPT charter for approval.

h. New Firefighter Morale and Retention Recommendations: After reviewing the 13 original recommendations, the members provided new recommendations they felt could positively impact military firefighter morale and retention. Some of these recommendations would require approval authority outside of the Civil Engineering functional community. Detailed information on the new recommendations, currently being investigated to determine if they are feasible, may be found in the action item listing 14 to 30.

i. Oshkosh Truck Corp – New Technology Presentation: Representatives from the Oshkosh truck Corporation provided a presentation on their new aircraft rescue fire fighting vehicle (ARFF) under development, the Striker. The new vehicle has many new technology improvements over the standard ARFF vehicle currently being produced. Additionally, the Oshkosh representatives provided an in-depth briefing on their proposal to produce alternative-fuel ARFF vehicles. Although, production of

alternative-fuel ARFF vehicles is several years away, the information was very informative.

3. The Firefighter IPT concluded their meeting on 13 Dec 00. The alternative shift schedule Focus Group is scheduled to provide feedback to the IPT membership NLT 1 Mar 01. Based on feedback from the Focus Group the IPT will conduct a follow-up meeting (possibly by teleconference or video teleconference).

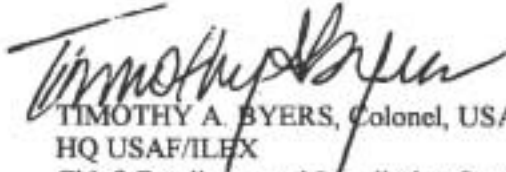
  
CARL B. GLOVER JR., CMSgt, USAF  
HQ AFCESA/CEXF  
Fire Protection Program Manager

  
JOHN M. GRIFFIN, Maj, USAF  
HQ USAF/ILEXR  
Fire Protection Program Manager

Approved / ~~Disapproved~~

Approved / ~~Disapproved~~

  
BRUCE F. MC CONNELL, Colonel, USAF  
HQ AFCESA/CEX  
Director of Contingency Support

  
TIMOTHY A. BYERS, Colonel, USAF  
HQ USAF/ILEX  
Chief, Readiness and Installation Support

Attachments:

1. Agenda
2. List of Attendees
3. Action Items

DISTRIBUTION:

HQ USAF/DPRS/ILEM/ILEXR  
HQ AFCESA/CEX/CEXF  
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HQ AFRC/CEXF  
HQ AMC/CEOX  
ANG/CEXF  
HQ PACAF/CEXXF  
HQ USAFA/CEF  
HQ USAFE/CEXFE  
312 TRS/CC  
IPT Members

# Firefighter Morale, Discipline, and Retention IPT

## AGENDA (11 – 13 Dec 00)

<b>Dec 10<sup>th</sup></b>	<b>Topic</b>	
1200 2300	Arrival and Check in at Hotels / Lodging	
<b>Dec 11<sup>th</sup></b>	<b>Topic</b>	<b>Briefer</b>
0630 0800	OPTIONAL – AFCESA Exercise and Run / Jog / Walk -- Meet at the Tyndall Gym running track for stretching exercises and start of the 5K run	Group
0845 0900	Registration & Refreshments -- HQ AFCESA Main Conference Room (Bldg: 1120)	Group
0900 1000	Administrative Announcements and Introductions -- Opening Comments -- Meeting Protocol	CMSgt Glover Col McConnell Maj Griffin
1000 1045	Summary of Firefighter Morale, Discipline, and Retention Issues	CMSgt Glover
1045 1100	<b>BREAK</b>	
1100 1145	Continued Discussion of Morale, Discipline, and Retention Issues	CMSgt Glover
1145 1315	<b>LUNCH</b>	
1300 1330	Firefighter Deployments – Changes on The Horizon	SMSgt Stewart
1330 1445	Detailed Discussion on CE Chiefs' Recommendations -- Status of Current Actions Already Started	Chair
1445 1500	<b>BREAK</b>	
1500 1600	Alternative Firefighter Shift Schedules	CMSgt Hodges
1600 1630	End of The Day Recap and Action Item Review	Chair

<b>Dec 12<sup>th</sup></b>	<b>Topic</b>	<b>Briefer</b>
0800 0815	Arrival and Refreshments -- HQ AFCESA Main Conference Room (Bldg: 1120)	Group
0815 0820	Administrative Announcements	CMSgt Glover
0820 0900	DoD Fire Academy Discipline	Lt Col Smith
0900 1000	Texas AM Fire School Presentation – Optional	Group
1000 1015	<b>BREAK</b>	
1015 1130	Recommendations Discussion	Chair / Group
1130 1230	<b>LUNCH</b>	
1230 1315	Review and Revise the Draft IPT Charter	Group
1315 1400	<b>BREAK</b>	
1400 1500	Open Discussion – New Business	Group
1500 1600	Assignment of Working / Focus Groups	Chair / Group
1600 1630	End of The Day Recap and Action Item Review	Chair
<b>Dec 13<sup>th</sup></b>	<b>Topic</b>	<b>Briefer</b>
0630 0800	OPTIONAL – AFCESA Exercise and Run / Jog / Walk -- Meet at the Tyndall Gym running track for stretching exercises and start of the 5K run	Group
0830 0845	Arrival and Refreshments -- HQ AFCESA Main Conference Room (Bldg: 1120)	Group
0845 0850	Administrative Announcements	CMSgt Glover
0850 0945	Open Discussion – New Business	Group
0945 1030	Meeting Recap and Action Item Review	Chair
1030 1045	<b>BREAK</b>	
1045 1200	Assign Action Item OPRs and Review Meeting Minutes (Draft)	Chair / Group
1200 1300	<b>LUNCH</b>	
1300 1500	Oshkosh Truck Corp - New Technology Presentation (Optional)	Oshkosh Rep





## Firefighter Morale, Retention, and Discipline IPT Membership

ORGANIZATION	BASE	RANK / NAME	DSN - PHONE
AF/DPRS	Pentagon - DC	Ms. Janice Corbett	DSN 225-3434
AF/ILEM	Pentagon - DC	CMSgt Mike Doris	DSN 664-3844
AF/ILEXR	Pentagon - DC	Maj Mike Griffin	DSN 664-3942
312 TRS	Goodfellow AFB	Lt Col Pat Smith	DSN 477-5360
312 TRS	Goodfellow AFB	MSgt Jeff Nabozny	DSN 477-4845
HQ AETC/CEOX	Randolph AFB	SMSgt David Mounsey	DSN 487-2504
AETC - 325th CES	Tyndall AFB	SrA Tyler Carpenter	DSN 523-4777
AFMIA/MIR	Randolph AFB	Mr. Luis Jimenez	DSN 487-2472 ext 3130
ACC/CEXF	Langley AFB	CMSgt (S) Darryl Stewart	DSN 574-7114
ACC - 27th CES	Cannon AFB	SMSgt Jerry Blaisdell	DSN 681-4076
AF Acad	AF Academy	Mr. Richard Duncan	DSN 333-2051
AFRC	Robins AFB	CMSgt Bobby Moore	DSN 497-1106
AFSPC/CEPX	Peterson AFB	SMSgt (S) Don Lane	DSN 692-5191
AFSPC - 21st CES	Peterson AFB	SSgt Andre Sanders	DSN 834-7354
AFSOC	Hurlburt Fld	SMSgt Chris Harris	DSN 579-2263
AMC	Scott AFB	CMSgt Carl Hodges	DSN 779-0713
PACAF - 18th CES	Kadena AB	CMSgt Tony Rabonza	DSN 634-2351
USAFE - 86th CES	Ramstein AB	TSgt (S) David Rose	DSN 480-5511
ANG	Andrews AFB	Mr. Greg Winjum	DSN 278-8170
AFMC	Edwards AFB	SMSgt Tim Seigal	DSN 527-3123
HQ AFCESA	Tyndall AFB	Col Bruce McConnell	DSN 523-6123
HQ AFCESA	Tyndall AFB	CMSgt Carl Glover	DSN 523-6112
HQ AFCESA	Tyndall AFB	Mr. Andy Jackson	DSN 523-6401
325th Career Adv	Tyndall AFB	CMSgt Ronnie Georgia	DSN 523-2222

### PERSONNEL NOT ATTENDING IPT MEETING - Available for Resource Support

HQ AFCESA	Tyndall AFB	CMSgt Myrl Kibbe	DSN 523-6440
AF/ILTV	Pentagon - DC	CMSgt Kevin Ludwig	DSN 227-3371
AF/XPMR	Pentagon - DC	Major Dave Crawford	DSN 223-4153
AF/DPFFR	Pentagon - DC	SMSgt Dockery	DSN 224-5879
HQ AFPC/DPAAD1	Randolph AFB	SMSgt Marilyn Cunningham	DSN 665-4333



## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 1:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 1: Partner with HQ USAF/XP, HQ USAF/ILEX, and HQ AFCESA to investigate the feasibility of placing military firefighters on a standard 56-hour shift schedule. This IPT would also determine the best approach using Operational Risk Management (ORM) and available resources from all of CE. The IPT will develop an action plan when an approach is approved.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

Various alternative shift schedule options were discussed and it was determined that an in-depth study was required to develop specific impacts concerning each schedule. The IPT established a Focus Group, consisting of representatives from HQ AMC (Chair), HQ USAF/DPRS, AFMIA/MIR, HQ AFCESA, ACC, and advisors as required, to provide detailed proposals on alternative shift schedules. The group will develop alternative options to reduce the standard firefighter work schedule and the proposals will include (as a minimum): Costs, resources, funding needed, manpower changes needed, implementation recommendations, comparison to municipal fire departments, comparison to other Services, and comparisons to other AF career fields. The Focus Group conducted their initial meeting 11-12 Jan 01, at HQ AFCESA and a report is due back to the IPT by 1 Mar 01.

**Status/Recommendation: OPEN –**

**OPR: Alternative Firefighter Shift Schedule Focus Group (HQ AMC Chair)**  
**OCR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 2:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 2: Validate the need and, if necessary, prepare a letter for HQ USAF/ILE to send to the MAJCOM Civil Engineers that mirrors Major General McCarthy's 23 Oct 94 memorandum (attached) on the 50/50 (military/civilian) mix of leadership initiative.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA gathered data (Aug – Nov 00) to determine the current status of the 50/50 initiative. When last reported (Nov 98), approximately 40 percent of the management positions were military. Upon evaluation of the updated data (54% military and 46% civilian), it was determined that we have corporately achieved an overall balance. However, some commands have a higher civilian workforce percentage and thus have more civilians in management positions.

#### **Current Status by Position:**

- Fire Chief: 20% military and 80% civilian
- A/C Readiness and Logistics: 87.1% military and 12.9% civilian
- Fire Chief and A/C Readiness and Logistics (combined): 53.6% mil & 46.4% civ
- A/C Operations: 50.4% military and 49.6% civilian
- Station Chiefs: 58.2% military and 41.8% civilian

This item is also 2000 Civil Engineer Worldwide Action Item (00-04) -- "*Status of Military/Civilian Mix of Firefighter Leadership Authorizations.*" HQ USAF/ILE requested Action Item 00-04 to remain open and AFCESA & MAJCOMs focus on determining proper mix of "Fire Chief" positions as compared to combined leadership positions.

**Status/Recommendation: OPEN -**

**OPR: HQ AFCESA/CEX**

**OCR: MAJCOM Fire Protection Offices**

***The Desire to Serve, The Ability to Perform, The Courage to Act***





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 3:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 3: Formulate a plan to align (as closely as possible) the military grade structure for firefighters with the Air Force model for an enlisted AFS. This would correct the existing grade imbalance and resolve issues such as the NCO shortage, lack of mentorship, deployment inequities, and forced retraining. Suggest HQ AFCESA prepare a letter for HQ USAF/ILE signature to MAJCOM Civil Engineers stressing the importance of implementing the Career Progression Group once designed.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA/CC briefed the importance of the CPG implementation process to AF/ILE and MAJCOM/CEs. The Air Staff has provided the CPG allocations to the MAJCOMs with an Oct 00 implementation start date. HQ AFCESA continues to monitor CPG implementation and will make additional recommendations for adjustment during the next CPG cycle.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA**  
**OCR: MAJCOMs**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 4:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 4: Develop a proposal to the MAJCOM Civil Engineers to stress timely completion of live-fire training facilities. Additionally, the IPT should develop some generic realistic and challenging training scenarios to be used by fire protection.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

Since 1998 the Air Force has placed increased focus on the completion of Liquefied Petroleum Gas (LPG) Fire Training Facilities (FTF) for aircraft firefighter training. We commissioned 25 new FTFs in FY99; only six were commissioned in FY98. During FY00, we commissioned another 15 FTFs. This increase was a direct result of initiatives of HQ AFCESA and MAJCOM civil engineers. We progressed from only 9 operational LPG FTFs in FY98 to 54 operational FTFs as of Dec 00. Live fire training scenarios and evolutions plans are provided to each installation when the FTFs are commissioned. Additionally, HQ AFCESA has taken action to have the structural trainer listed as a training device in ASC014. Once this action is completed by WR-ALC/LEB, installations will have a streamlined process of procuring structural training devices with 3080 funds. We believe the new firefighter physical fitness program may be beneficial with development of challenging evolutions to refine skills, highlight physical fitness, and improve morale/teamwork among firefighters.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CEXF**  
**OCR: MAJCOMs**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 5:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 5: Partner with SAF/MI, the Chief Master Sergeant of the Air Force, and other agencies to recruit advocacy for Hazardous Duty Incentive Pay for Firefighters.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA submitted the FY02 Legislative Proposal package concerning HDIP in Aug 00. HQ AFCESA validated the number of firefighters affected with each Service component, and the package was forwarded to AF/IL on 25 Sep 00. AF/IL has indicated positive support for the initiative. During Nov 00, the package was moved to the FY03 budget cycle and received positive support from OSD. At the end of December 00, a Strategic Summit was held to discuss the FY03 ULB submittals. During that time, submittals that needed more defining were sent back to the respective Services. The HDIP did not get sent back (A GOOD THING)! It received a "High" rating from the Air Force and a "Low" rating from the Navy & Army. What does this rating mean? Simply put, "nothing" in our eyes. It only reflects those issues that each Service determines will help their personnel. Since it did not get sent back, it will be voted on during the Programming Summit in Feb 01, and then it goes to the Budgeting Summit in Jun 01. Ms Demesme normally sits at the table representing the Air Force. Other Air Force participants are Lt Gen Peterson (AF/DP), Brig Gen (S) Steele (AF/DPR). Lt Col Day (AF/DPRC) has informed me that there is nothing else we can do until after the Feb 01 Summit. This issue only affects a small number of Army and Navy personnel (317 Army and 365 Navy military firefighters). However, almost all Navy military firefighters work on aircraft carriers and already receive HDIP as a result of flight deck operations. Subsequently, they would not be dual compensated. HQ USAF/ILEX and HQ AFCESA will continue to monitor the progress and provide support as needed.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CEX**

**OCR: HQ USAF/ILEP/ILEXR/ILEM**

*The Desire to Serve, The Ability to Perform, The Courage to Act*





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 6:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 6: Develop a plan to authorize and fill a fire chief master sergeant (Chief Enlisted Manager Code 3E700) authorization at the 312 TRS. The purpose of this position is to form a link between the 312<sup>th</sup> and the functional community (Air Staff, HQ AFCESA, and the MAJCOMs), to recruit and mentor the Air Force firefighter instructor corps, and to provide a positive career image for new firefighters.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA reserved an additional CMSgt CPG allocation for AETC to place at the Fire Academy. HQ AFCESA conducted a meeting with Lt Col Smith, Maj Griffin, Capt Ferland, and CMSgt Doris (at the fire conference) to develop the strategy for establishing the CMSgt position at the fire school. 312 TRS, HQ AFCESA and AETC completed the actions necessary to upgrade a current UMD position to a CMSgt position for the academy. The CMSgt CPG allocation was flowed to AETC for placement at the Fire Academy. The 312 TRS/CC completed the job description and upgraded a current UMD position to a CMSgt (effective Jul 01) position for the academy. The new position was advertised in the Equal Plus assignment system during the Dec 00 and Feb 01 cycles.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AETC/CEOX and 312 TRS**  
**OCR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 7:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 7: Partner with HQ USAF/ILTT to investigate and champion change, if necessary, to the wording in the "Vehicle" AFI. This action is necessary to allow commanders as much discretion as possible to authorize the use of fire vehicles at eating establishments, sporting events, military offices, functions, etc.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA contacted AF/ILTV for assistance in determining if a change to the vehicle AFI was necessary. AF/ILTV indicated the release of IC 99-2 to AFI 24-301 provides Installation Commanders the authority to allow firefighters to utilize government vehicles to visit base facilities for appointments, intramural sports, and dining facilities while on-duty. Further, it is not ILTVs intent to dictate or mitigate the vehicle official use/misuse programs established by MAJCOM supplements or Wing Operating Instructions (OIs). Installation Civil Engineers and Fire Chiefs must gain their Installation Commander's support to develop allowable guidelines for vehicle use by on-duty firefighters.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CEXF**

**OCR: HQ USAF/ILEM/ILEXR**







## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 8:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 8: Recommend MAJCOM Civil Engineer functional managers to review their master sergeant (3E771) authorizations and take action to achieve the best balance possible of master sergeants in master sergeant positions.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

The multi-functional IPT is currently investigating a proposal to place key fire protection positions (i.e., Asst Chief - MSgts) into the Equal Plus assignment system or determine the best method for ensuring that our assigned MSgts are reassigned to authorized MSgt positions. This could improve the utilization of our MSgts and help ensure we have the proper distribution of MSgts in key management positions.

UPDATE Jan 01: After speaking with HQ AFPC/DPAAD1 (SMSgt Cunningham) we have determined that the proposal to place key MSgts positions into the Equal Plus assignment system is not a viable alternative. MAJCOM Fire Protection Managers should take a close look at their authorized and assigned fire protection MSgts to determine if there is a problem with the distribution of MSgts in key positions, i.e., Deputy or Asst Chief positions. MAJCOMs have the authority to relocate available MSgts to vacant key (MSgt) positions. SMSgt Cunningham can assist as well as the senior CE functional at the MAJCOMs. Time on station and 7 level staffing levels can be worked if we have a valid need to relocate MSgts.

**Status/Recommendation: OPEN –**

**OPR: MAJCOMs and HQ AFPC/DPAAD1**

**OCR: HQ USAF/DPRS and HQ AFCESA/CEXF**

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## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 9:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 9: Develop a proposal for MAJCOM Civil Engineers to stress the importance to Squadron Commanders on visiting and interacting with personnel in the Fire Protection Flight.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

The multi-functional IPT membership indicated they had seen an increased emphasis from Commanders. An HQ AFCESA/CC memorandum (Oct 00) provided specific recommendations to Commanders concerning recurring issues that may be well within the control of base-level leadership (i.e., Wing, Group, Squadron Commanders or Fire Chiefs). The importance of Commanders interaction will be emphasized as much as possible, i.e., Fire Marshals course, the HQ AFCESA/CC MAJCOM briefings, minutes of IPT meetings, and various other meetings as appropriate.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CC/CEX/CEXF**

**OCR: MAJCOMs**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 10:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 10: Recommend adding a subject line to the HQ USAF/ILE briefings for Group and Wing Commanders concerning awards and decorations for firefighters.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

HQ AFCESA and HQ USAF/ILEX have developed a recommend firefighter briefing slide to HQ USAF/IL concerning "Knowing the Fire Protection Troops." This slide covers various topics in the note pages to include a comment concerning decorations for emergency responders. This same slide could be utilized by HQ USAF/ILE when appropriate. HQ AFCESA/CC memorandum (Oct 00) provided specific recommendations to Commanders concerning recurring issues that may be well within the control of base-level leadership (i.e., Wing, Group, Squadron Commanders or Fire Chiefs).

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ USAF/ILEXR**  
**OCR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 11:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 11: Suggest HQ AFCESA and MAJCOM Civil Engineers investigate and plan for improvements to the ability for firefighters to enroll and complete college Internet classes at the fire station.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

The multi-functional IPT determined more specific information was needed. HQ AFCESA (CEXF and CEOT) will develop a survey for each fire department to determine what is currently available and what is needed. Upon evaluation of the survey results, the IPT will make recommendations for improvements.

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF/CEOT**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 12:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 12: Develop a plan to ensure Squadron Commanders and Fire Chiefs explore all avenues, including programming for civilian overtime, to reduce cancellation of leaves and calling in military on days off. Every effort should be made, including coordination and cooperation with supporting organizations, to avoid scheduling military appointments on off-duty days.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

The multi-functional IPT felt this was an on-going issue. Several items have already been sent to installations concerning cancellation of military scheduled days off (AEF rules of engagement and HQ AFCESA/CC memo). Additionally, this issue will be briefed to various personnel (Fire Marshals course, AFIT class, HQ AFCESA briefs to MAJCOMs, and at the fire conference). HQ ACC indicated that SWA funding codes might be used to pay for civilian overtime created as a result of military firefighters deploying to SWA. Specific guidance on the use of this funding code will be included in the formal minutes of the IPT.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CC/CEX/CEXF**

**OCR: HQ USAF/ILEXR**

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## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 13:**

**Background:** AF/ILEM hosted the CE Chiefs' and Airman's Council meetings in Washington DC (25-26 Feb 00). The councils were briefed on firefighter morale, retention, and discipline problems and issues. The CE Chiefs' Council participants generated this action item.

CE Chiefs' Council Recommendation # 13: Develop a plan to ensure MAJCOMs swap, convert, or transition military firefighter positions at bases without a mobility commitment (Unit Type Code or UTC tasking) to civil service firefighters. Military positions should be relocated to bases with a UTC. First consideration should be to accomplish this action within each command. However, the action should be accomplished even if the "swap" must cross commands. HQ AFCESA and HQ USAF/ILEX should monitor the transition and ensure completion.

**Discussion:** HQ AFCESA hosted the initial IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to formulate proposals, develop alternatives, establish goals, and recommend improvements for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems.

Some MAJCOMs (AETC and AFMC) have already taken positive steps on concentrating military firefighters at installations with UTC missions. HQ AFCESA and ILEX will monitor and evaluate future military to civilian conversions to ensure we retain enough military firefighters to meet AEF and MTW requirements.

**Status/Recommendation: CLOSED (13 Dec 00)**

**OPR: HQ AFCESA/CEO/CEX/CEXF**

**OCR: MAJCOMs**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 14:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

**IPT Recommendation:** Investigate the possibility of having the fire protection career field included into the list of AF specialties that are eligible for 100% Tuition Assistance (TA) program. By including firefighters in the 100% TA program this would provide an increased incentive for firefighters to remain in the Air Force and fire protection while pursuing educational opportunities.

**Discussion:** HQ USAF/ILEM (CMSgt Doris) volunteered to investigate the possibility and obtain information on the 100% TA program. This will help determine how we could recommend that the fire protection career field be include in the 100% TA program.

**Status/Recommendation:** OPEN -

**OPR:** HQ USAF/ILEM

**OCR:** HQ AFCESA/CEXF





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 15:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Service members will be able to participate in the federal Thrift Savings Plan beginning in October, 2001. The plan will allow service members to invest as much as 5 percent of monthly basic pay or reserve drill pay and the full amount of any bonuses up to a maximum annual contribution of \$10,500. The program is similar to 401(k) investment plans that allow private-sector workers to contribute toward their retirement in tax-free accounts. Unlike some civilian retirement plans, military participants are not scheduled to receive any matching funds for their contributions.

**IPT Recommendation:** Investigate the possibility of having the fire protection career field included into the list of AF specialties that could be eligible for matching fund contributions in the federal Thrift Savings Plan. Including matching contributions for firefighters in the Thrift Savings Plan would provide an increased incentive for firefighters to remain in the Air Force and the fire protection career field.

**Discussion:** HQ USAF/ILEM (CMSgt Doris) offered to investigate the possibility and obtain information on enlisted personnel participation in the federal Thrift Savings Plan. This will help determine how we request matching contributions for the fire protection career field participation in the federal Thrift Savings Plan.

**Status/Recommendation: OPEN -**

**OPR: HQ USAF/ILEM**

**OCR: HQ AFCESA/CEXF**







## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 16:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

CMSgt (S) Stewart indicated that in some circumstances there was a SWA funding code that could be used to fund civilian overtime pay that was being generated as a result of military firefighters being deployed to SWA. There are some specific guidelines and in most cases the funding requirements would need to be forecasted prior to the actual deployment.

**IPT Recommendation:** Provide coordinated policy information on the correct procedures necessary to utilize SWA funding codes to fund backfills and civilian overtime pay, that is being generated as a result of firefighters that are deploying in support of SWA operations.

**Discussion:** HQ ACC/CEXF (CMSgt (S) Stewart) volunteered to provide a point of contact at ACC that has the information concerning utilization of SWA funding codes. The IPT would draft a letter for HQ USAF/ILEX to send to the OPR requesting formal clarification on the funding policy. Upon receipt of the coordinated procedures, the information will be provided to each MAJCOM for distribution to each installation.

**Status/Recommendation: OPEN -**

**OPR: HQ ACC/CEXF**

**OCR: HQ USAF/ILEXR and HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 17:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

CMSgt Glover voiced an idea to the group concerning a proposed change in deployed work schedules for firefighters at Steady State contingency locations in SWA. By changing the work schedule at the deployed locations from the standard 24 on/24 off schedule to a 48 on/24 off schedule (during the 90-day deployment cycle) we could significantly reduce the number of firefighters deployed each 90-day cycle. The number of personnel on duty each day would not change, however the total number of firefighters deployed from home station could be reduced. On average the deployed firefighter would be required to work an extra 15 shifts during the 90-day deployment. As a result of fewer firefighters being deployed from home station, the home station firefighters may not lose the scheduled days off as frequently and firefighters would not be required to deploy as often in support of contingency operations. The IPT membership felt that the additional hours worked while deployed would receive favorable support from the deployed firefighters.

**IPT Recommendation:** HQ AFCESA/CEX draft an memorandum to HQ ACC and CENTAF requesting they consider changing the firefighter shift schedules for deployed personnel at SWA locations.

**Discussion:** HQ AFCESA/CEX memorandum 2 Feb 01, requested HQ ACC/CEX consider changing the firefighter shift schedules for deployed personnel at SWA locations.

**Status/Recommendation:** **CLOSED – (2 Feb 01)**

**OPR:** HQ AFCESA/CEXF

**OCR:** HQ ACC and CENTAF





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 18:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Although HQ AFCESA has made some progress in obtaining a Selective Reenlistment Bonus (SRB) for the fire protection career field, the IPT believes an increased bonus for Zone A (first term) and B (second term) personnel is needed to substantially improve firefighter retention. Additionally, as a result of the increased loss of career personnel, the IPT recommended that HQ AFCESA request SRB consideration for Zone C (10-16 year group) personnel.

**IPT Recommendation:** HQ AFCESA recommend increases for the fire protection specialty in Zone A & B. Additionally, recommend that a Zone C SRB be established for Zone C fire protection personnel.

**Discussion:** HQ AFCESA/CEX memorandum 20 Dec 00, requested action to increase the fire protection SRB multiples in Zone A and Zone B. Additionally, immediate action was recommended to establish an SRB for Zone C with a multiple of 1 for fire protection personnel. The results of our recommendations are scheduled for release in Feb 01. The SRB multiplies are reviewed semi-annually and HQ AFCESA will recommend adjustments as necessary.

**Status/Recommendation: CLOSED (20 Dec 00)**

**OPR: HQ AFCESA/CEXF**  
**OCR: HQ USAF/DPRS**

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## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 19:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Information concerning the on-going positive action within the fire protection career field is not always available for every firefighter. As a result some personnel may be making career decisions without knowing the current status of initiatives underway for the career field. The IPT discussed several methods of improving information flow within the career field. In addition to the normal flow of correspondence the IPT felt that additional measures were necessary.

**IPT Recommendation:** To initiate alternatives methods to improve the flow of information to our military firefighters. As a minimum, the following items will be considered:

- 1) Add an informational briefing on IPT initiatives at the Fire Marshals course
- 2) Publicize the Firefighter Morale, Retention, and Discipline Web page
- 3) Provide a copy of IPT initiatives to each graduate (AF) at the DoD Fire Academy
- 4) Direct mail a copy of the IPT initiatives to each military firefighter
- 5) Publicize current HYT policy concerning waivers for SrA – SMSgt grades
- 6) Publicize that mandatory re-training for fire protection personnel will not be an issue, for at least next 5 years
- 7) Publicize how to access unofficial Air Force Firefighter informational publications, i.e., The Firefighter Gazette
- 8) Provide an information briefing on IPT initiatives at the next DoD Fire Conference (New Orleans – Aug 01)
- 9) Investigate the feasibility of establishing a feedback option for firefighter morale and retention issues on the HQ AFCESA fire protection web site
- 10) Investigate the option for creating an unofficial Air Force Firefighter information web site

**Status/Recommendation: OPEN -**

**OPR: HQ AFCESA/CEXF and DoD Fire Academy**

**OCR: MAJCOMs and IPT Members**

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## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 20:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Poor retention rates for first term fire protection have not improved despite providing a Selective Reenlistment Bonus (SRB). Many firefighters are opting to separate or retrain at the end of their 4-year enlistments. By creating an enlistment bonus for 6-year enlistments for fire protection, we could possibly improve overall firefighter retention. This increased incentive would help ensure we obtain at least two additional years of utilization of the first term personnel, for the training provided by the Air Force. Additionally, the additional 2 years could create an additional PCS alternative for these first term personnel. Coupled with the SRB program we could positively impact retention of fire protection personnel.

**IPT Recommendation:** Investigate the possibility of having the fire protection career field included into the list of AF specialties that are eligible for the enlistment bonus program.

**Status/Recommendation: OPEN -**

**OPR: HQ USAF/ILEM and HQ USAF/DPRS**  
**OCR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 21:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

HQ AFCESA has created a link of their Fire Protection web page to access information on firefighter morale, retention, and discipline issues. There is a wealth of information currently posted on the web page to include:

- Firefighter Hazardous Duty Incentive Pay Initiative (Nov 00)
- Fire Protection Manning (Nov 00)
- Fire Leadership Balance Initiative (Nov 00)
- CE Chiefs' Council Recommendations (as of Oct 00)
- Firefighter Morale, Retention, and Discipline General Information (Oct 00)
- Firefighter Retention (Oct 00)
- Fire SRB Request (May 00)
- Firefighter Morale, Retention, and Discipline Study (Feb 00)
- BUR Morale Stress Study (Apr 99)

**IPT Recommendation:** Update and publicize the firefighter morale and retention information posted on the HQ AFCESA web site, to include adding the minutes and new action items created during the IPT meeting. Continually, publicize the availability of information on the web page to all Air Force firefighters.

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 22:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

The IPT discussed different methods of providing information on the progress being made (that was consistent) concerning firefighter morale, retention, and discipline. The status of the efforts completed, underway, and still being considered should be briefed at every opportunity, i.e., MAJCOM meetings, MAJCOM visits to installations, and any gathering where firefighters or Commanders are in attendance. To help ensure the information being briefed is correct, current, and consistent, a standardized briefing presentation should be utilized.

**IPT Recommendation:** Develop a standardized presentation containing the firefighter morale, retention, and discipline IPT background and status. The briefing shall include all action items (closed item, items being staffed, and items being considered). CMSgt Hodges will work with CMSgt Glover to develop the initial presentation. Updates to the standardized presentation will become an HQ AFCESA responsibility.

**Discussion:** Draft presentation is currently being reviewed for accuracy and content.

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF and HQ AMC/CEOX**

**OCR: IPT Members**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 23:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

The IPT members believe there has been significant progress in the area of firefighter morale since we completed the initial survey of firefighters (Oct 99). Some members felt it was time to conduct another survey of the firefighters in the field to gain an updated snapshot on firefighter morale, retention, and discipline issues.

**IPT Recommendation:** Investigate the need for a follow-on survey of firefighters concerning the current status of firefighter morale, retention, and discipline issues.

**Status/Recommendation: OPEN –**

**OPR: IPT Members**

**OCR: HQ AFCESA/CEXF**







## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 24:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Based on the data collected and evaluated by HQ AFCESA, the IPT members believe there are several recurring issues that may be well within the control of base-level leadership (i.e., Wing, Group, Squadron Commanders or Fire Chiefs). HQ AFCESA/CC memorandum (Oct 00) provided specific recommendations on items that are within the base-level leadership control.

**IPT Recommendation:** Develop firefighter morale and retention proposals to help increase emphasis and publicize these issues that may be within the control of base-level leadership.

**Status/Recommendation:** OPEN –

**OPR:** IPT Members

**OCR:** HQ AFCESA/CEXF





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 25:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Many experienced military firefighters continue to separate from the Air Force. Some of these personnel are second term and career personnel. There is a possibility that some of these decisions to separate from the Air Force at this point in their career could be based on their career goal of obtaining a civil service firefighter position. The civil service firefighter pay scale is significantly higher as compared to the military pay scale. The civil service system currently has a maximum recruitment age of 35 for positions in the fire operations section. Personnel may be choosing to separate from the Air Force prior to reaching the 20-year point, in order to remain eligible to compete for civil service firefighter positions. The IPT members felt some method was needed for military retirees that exceed the 35-year age requirement to compete for civil service fire operations positions. If provided many of these personnel that are separating would stay in the Air Force.

**IPT Recommendation:** Investigate the feasibility of obtaining relief from the 35-year recruitment age for retired military personnel who choose to compete for civil service firefighter positions (fire operations positions).

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF**

**OCR: HQ USAF/ILEXR and IPT Members**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 26:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

There is a perceived inequity with the way local commanders are authorizing Basic Allowance for Substance (BAS) for military firefighters. At some installations all military firefighters are receiving BAS and at other locations military firefighters are required to utilize meal cards. Most Air Force firefighters cannot leave their duty position at the fire stations to go to the dining facility. While assigned to a response vehicle or crew, they must remain together. In some cases the crew could not respond to an emergency, with just one member that is away from the fire station. Additionally, the firefighters assigned to the fire alarm communications center cannot leave the room, without being relieved by another qualified operator. Additionally, the irregular shift schedules of firefighters (24 on/24 off) does not always match the schedules of the military dining facilities when the firefighter is off duty.

**IPT Recommendation:** Investigate the possibility of obtaining authority to place all military firefighters on BAS.

**Status/Recommendation:** OPEN –

**OPR:** HQ USAF/ILEM/ILEXR

**OCR:** HQ AFCESA/CEXF and IPT Members





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 27:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

The IPT membership believes that there are many issues impacting firefighter morale and retention that will require significant resources (manpower and/or funding) to resolve.

**IPT Recommendation:** Solicit General Officer sponsorship to advocate for resources on behalf of the fire protection career field.

**Discussion:** Lt Gen Zettler (HQ USAF/IL), Maj Gen Robbins (HQ USAF/ILE) and Mr. Aimone (HQ USAF/ILE) are great advocates for Air Force Fire Protection. They have weighed in on several firefighter issues and continue to provide positive support to the career field.

**Status/Recommendation:** OPEN –

**OPR:** HQ USAF/ILEM/ILEXR and IPT Members

**OCR:** HQ AFCESA/CEXF





## *Firefighter Morale, Retention, and Discipline IPT Action Item*

### **Action Item # 28:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Some of the issues effecting Air Force firefighter morale and retention are not unique to the Air Force. The IPT members believe that the Air Force representative to the DoD Fire and Emergency Services Working Group should provide informational briefings to the DoD Fire and Emergency Services Working Group and solicit their support.

**IPT Recommendation:** Develop a presentation for the Air Force representative to update the DoD Fire and Emergency Services Working Group members on the status of the efforts underway within the Air Force.

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 29:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

Typically within the Air Force we have a celebration, luncheon, or other event to note the occasion of retirement or PCS. Very seldom do we provide recognition for reenlistments for another term of service. The IPT members believe that some form of recognition is needed to commemorate the occasion when members commit to reenlist in the Air Force. There are several options that could be provided, i.e., refreshments, cake, 3-day pass, Home Town News release, pictures in base paper, commander attendance at the ceremony, pictures, etc.

**IPT Recommendation:** Develop some suggested proposals to commemorate enlisted reenlistments and publicize these recommendations to MAJCOMs. The MAJCOMs should provide the information to individual fire departments to assist base-level leadership to when planning reenlistment events.

**Status/Recommendation: OPEN –**

**OPR: IPT Members**

**OCR: HQ AFCESA/CEXF**





## ***Firefighter Morale, Retention, and Discipline IPT Action Item***

### **Action Item # 30:**

**Background:** HQ AFCESA hosted the initial Firefighter Morale, Retention, and Discipline IPT meeting at Tyndall AFB, FL (11-13 Dec 00) to gather data and formulate recommendations to improve enlisted firefighter morale and discipline for recognized Air Force Civil Engineer firefighter morale, retention, and discipline problems. This action item was generated from the IPT group.

The IPT members discussed the need for a formalized charter to identify the goals and objectives of the firefighter morale, retention, and discipline IPT. In addition to the 13 original CE Chiefs' Council recommendations the IPT will develop additional action items as necessary to enhance firefighter morale, retention, and discipline. The formal charter will provide the direction for the IPT members.

**IPT Recommendation:** Recommend that HQ AFCESA/CEXF update and finalize the draft charter that was provided for IPT members for review at the Dec 00 meeting. Request HQ AFCESA/CC approval of the formal charter for the IPT.

**Discussion:** The IPT Charter was provided to HQ AFCESA/CC for review, awaiting approval/signature.

**Status/Recommendation: OPEN –**

**OPR: HQ AFCESA/CEXF**

**OCR: HQ USAF/ILEXR**

*The Desire to Serve, The Ability to Perform, The Courage to Act*



# **AIR FORCE FIREFIGHTER MORALE, RETENTION, AND DISCIPLINE INTEGRATED PROCESS TEAM (IPT)**

## **CHARTER**

This charter defines the purpose, goals, objectives, membership, and procedures for the Firefighter Morale, Retention, and Discipline IPT.

**BACKGROUND:** HQ USAF/ILE initiated the firefighter morale and discipline team to gather data and formulate recommendations to improve enlisted firefighter morale and discipline. First-term firefighter retention had continued to decline and firefighters were receiving disciplinary actions at an abnormally high rate; i.e., firefighters receive Article 15s at a high rate (2 to 1) when compared to their civil engineer counterparts.

HQ AFCESA and civil engineering CMSgts were tasked to collect data, survey installations, and conduct interviews to determine the issues/problems. The results of these initial efforts were to be reported to HQ USAF/ILEM.

A joint session of the AF CE Chiefs' and Airmen's Councils convened on 24-25 Feb 00. The discussions centered on factors affecting firefighter morale and retention. The Councils recommended an IPT, made up of both fire representatives (Air Staff, MAJCOM, base, and the DoD Fire Academy) and cross-functional personnel (to include HQ USAF/XPM/ILT/DPF), to address suspected causes.

HQ AFCESA hosted the initial meeting of the Firefighter Morale, Retention, and Discipline IPT on 11 – 13 Dec 00 at Tyndall AFB to formularize this charter and assign tasks to subordinate working groups.

### **REFERENCES:**

- a. HQ USAF/ILEM, Firefighter Morale and Discipline BBP, Sep 99
- b. HQ AFCESA/CEXF, Firefighter Morale, Retention, and Discipline Study, 24 Feb 00
- c. HQ AFCESA/CEOT, Firefighter Behavioral Review BBP, 16 Feb 00
- d. HQ AFSPC/CEPX, AFSPC Fire Protection Survey BBP, 18 Jan 00
- e. HQ USAFE/CEOM, USAFE Firefighter Morale and Discipline Subjective Field Data BBP, 19 Jan 00

**PURPOSE:** The purpose of this IPT is to develop detailed proposals, cost estimates, and alternative solutions to Air Force senior leaders for consideration. Specifically, the 13 recommendations from the Civil Engineer Chiefs' Council will be addressed. Additional items may be addressed at the discretion of the IPT Chair.

This charter establishes the Firefighter Morale, Retention, and Discipline IPT to provide expert technical insight with regard to policy and processes for developing, validating, acquiring, funding, and implementing initiatives related to improving firefighter morale, retention, and discipline. Members of the IPT will be selected from organizations involved in these issues.



The IPT will serve as an internal peer review panel to validate solutions to identified issues and requirements and will provide information to the Air Force Fire Protection Panel, as appropriate.

**GOAL:** Improve or reverse the negative firefighter morale, retention, and discipline trends by addressing identified shortfalls and improving the existing Fire Protection Program.

**OBJECTIVE:** Research and develop proposed solutions for all firefighter morale, retention, and discipline issues raised by the CE Chiefs' Council, and those surfaced during the IPT, to include studies, plans, schedules, and resource requirements. The IPT will investigate, validate, and/or develop implementation proposals for the recommendations of the CE Chiefs' Council and those generated by the IPT membership.

**FOCUS GROUPS' OBJECTIVES:** Focus groups may be established for firefighter morale, retention, and discipline issues as necessary. They will be formed by consensus of the voting members when a specific issue needs additional research or action. Focus groups may include individuals with specific expertise from outside the IPT, but meetings will be conducted under the general direction of an IPT member. The group will report to the IPT after each meeting until the issue is resolved and closed by consensus of the voting members.

**ORGANIZATION:** The IPT will consist of one designated representative from each of the following organizations. These representatives will serve as voting members:

- ACC
- AETC
- AF Academy
- AFMC
- AFRC
- AFSPC
- AFSOC
- AMC
- ANG
- PACAF
- USAFE
- 312 TRS (DoD Fire Academy)
- HQ USAF/DPRS
- HQ USAF/ILEM
- AFMIA/MIR

Representatives from HQ USAF/ILEX and HQ AFCESA will be appointed as cochair to the IPT. Additions and exceptions will be approved by the current IPT membership by consensus. The IPT will operate by consensus, but revert to a three-quarter majority vote if necessary. The Chair may vote when consensus is not reached and a vote is required for a majority.

## **RESPONSIBILITIES:**

The Chair will:

- a. Call and preside at each Firefighter Morale, Retention, and Discipline IPT meeting.
- b. Oversee the functions of the recorder.
- c. Disseminate IPT proposals and recommendations.
- d. Serve as the facilitator during discussions in order to reach consensus.
- e. Identify an alternate chairperson to act in the Chair's place when necessary.

The IPT membership will:

- a. Accomplish the objectives of this charter.
- b. Establish a concept of operations.
- c. Establish, direct, and coordinate focus groups to carry out the required actions or initiatives approved by the Firefighter Morale, Retention, and Discipline IPT.
- d. Establish methods to validate effectiveness of solutions.

Voting Members will:

- a. Have authority and be empowered to act as their organization's representative on the Firefighter Morale, Retention, and Discipline IPT.
- b. Update their organizational leadership on Firefighter Morale, Retention, and Discipline IPT activities.
- c. Be available to champion and mentor established focus groups.
- d. Ensure timely response to issues impacting their organization's resources.
- e. Have the responsibility to recommend projects for external peer review as necessary.

The Recorder will:

- a. Schedule meetings and briefings; prepare and distribute meeting agendas and minutes.
- b. Track tasking and action items from Firefighter Morale, Retention, and Discipline IPT meetings and focus groups.
- c. Maintain and provide access to documentation and general correspondence generated or received by the IPT.

External Peer Reviewers will:

- a. Have a background appropriate to the project under review.
- b. Provide unbiased judgment on technical reviews.
- c. Provide recommendations on alternatives or improvements to the project under review.
- d. Be a neutral party to the project under review.

**MEETING SCHEDULE:** Firefighter Morale, Retention, and Discipline IPT meetings will be held quarterly unless otherwise agreed to by the chair and members. When possible, meetings will be scheduled through teleconferencing facilities. Agenda items will be requested four weeks prior to a scheduled meeting; agendas will be distributed two weeks prior to scheduled meetings; and read-ahead materials will be provided one week prior to scheduled meetings.

**EXIT CRITERIA:** The Firefighter Morale, Retention, and Discipline IPT will be dissolved by the undersigned upon the consensus of the IPT membership upon 100% initiation of program solutions identified through the Development Plan, or at the end of 24 months, at which time HQ USAF/ILE may review the actions of the IPT and provide approval to continue for a specified period of time.

The Firefighter Morale, Retention, and Discipline Integrated Process Team is formally chartered on this date per my concurrence.

DATE: 9 Feb 01

// SIGNED//

BRUCE R. BARTHOLD, Colonel, USAF  
Commander